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**ADP010808**

**TITLE: AFSOC Communications and Information [C&I]  
Campaign Plan**

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This paper is part of the following report:

**TITLE: 12th Annual NDIA SO/LIC Symposium &  
Exhibition, 12-14 Feb 2001, Arlington VA. NDIA  
Event #1880**

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# **AFSOC**

## **Communications and Information (C&I)**

### **Campaign Plan**



**Communications and Information  
Directorate  
February 2001**

### **Purpose:**

The Communications and Information (C&I) Campaign Plan is the overarching mission, vision, and practical plan of action for the HQ AFSOC/SC staff. It encompasses key AFSOC policies and processes as well as DoD, USAF, and USSOCOM guidance for C&I support. It sets the overall Information Technology (IT) roadmap and priorities for all AFSOC C&I professionals. This plan replaces the HQ AFSOC/SC 500-day plan, but incorporates many of the issues and facets found in the 500-day plan.

### **AF IT Summit:**

The Air Force senior leadership held an off-site in July 2000 to review and assess the management of IT. This "IT Summit" has led to significant changes in direction for AF IT managers. Most notably, the move toward a web-based portal for all AF IT services has accelerated. Also, there is a great emphasis on centralizing and optimizing IT systems, leading to the motto, "One Air Force, One Network." The essence of these initiatives is outlined in the ConOps for the Air Force Information Enterprise<sup>1</sup> (see references below).

### **Staff Priorities:**

Perhaps the most common question on the staff involves priorities. Based on current command emphasis, here are the staff priorities:

- Current Operations. Combat unit readiness, equipment enhancements, UTC refinement, and integration of reserve component units, training, and situational awareness.
- Robust Infrastructure. Enhancements to SIPRNET and SCAMPI connectivity for garrison and deployed SOF personnel. Improved performance monitoring, increased throughput, and updated servers, workstations, and information transfer nodes.
- Improved Business Practices. Rapid migration to web-enabled applications; ease of use; customer advocacy. Refine the SC organization to accommodate these changes where necessary; emphasize electronic-business practices and achieve full compliance with SIE/CIO management directives.

### **Policies and Guidance:**

This document is focused on HQ AFSOC, but the guidance herein is useful to all AFSOC communications and information professionals. In addition, the vision and guidance contained in the following documents were instrumental in developing the plan:

- ConOps for Air Force Information Enterprise (draft)
- Air Force IT Master Plan
- USSOCOM SIE Master Plan
- Joint Vision 2020
- AFSOC CIO Charter
- USSOCOM DIRECTIVE 25-1, as of 26 Oct 00, Information Technology Management for the Special Operations Forces Information Enterprise.
- SOF Information Enterprise (SIE) Capstone Requirements Document (CRD) Version 2.1, Dated 14 Sep 00

**Air Force Information Enterprise Definition: From the CONOPS for the Air Force Information Enterprise:**

- The aggregate of people, systems, resources, and processes that provide the information availability and assurance to enable Air Force core missions. It is not constrained by time or operating location, but assures access to the information required for decision-making and mission accomplishment.<sup>2</sup>

**SOF Information Enterprise (SIE) Definition:**

- SIE is defined as: "The information technology infrastructure, applications, policies, processes, people, and knowledge that is required to prepare for and conduct special operations across the spectrum of military operations from daily staff functions to war. (SIE TF)<sup>3</sup>

With this background, HQ AFSOC/SC defines its mission and vision below:

## **Mission**

Provide combat ready C&I warriors and a C&I infrastructure to execute SOF war planning, command and control, and combat operations worldwide.

## **Vision**

Assure information dominance for America's specialized airpower by providing the most capable and rapidly deployable SOF Information Enterprise--across the conflict spectrum, anywhere, anytime.

## **Challenges**

We've found that there are several trends or challenges that define the operating environment for AFSOC. They shape our IT support and therefore are defined here:

### **Rapid Technological Change:**

Phenomenal advances in emerging information systems technology add enormously to the complexities of C&I system management. AFSOC's Communications and Information acquisitions are often driven by near-term demands for new technologies and AF or USSOCOM-sponsored programs rather than the needs of the customers it serves. Additionally, customers are more educated and better equipped to find their own IT solutions. This leaves IT professionals with the added task of "getting inside the IT decision loops" of our customers.

### **Emerging and Changing Requirements:**

Customer IT needs can change before systems are fielded to satisfy the initial requirement. Additionally, particularly demanding customers can "rapid fire" requirements to the communications and information staff, making prioritization difficult. In the SOF environment, this change is characteristic of the innovative and "out of the box" thinking of SOF warriors. IT professionals must therefore understand the environment and the changing nature of SOF IT requirements.

### **Joint and Service-specific Systems Fielding:**

AFSOC is postured as a bridge between USSOCOM (and its sister components) and USAF and its related field activities. There are often conflicting policies and priorities with a resulting confusion in guidance for the staff and its customers. In this sense, AFSOC must run interference between the two organizations, providing systems integration, funding strategies, and policy deconfliction.

### **Limited Staff Resources:**

The HQ AFSOC/SC staff is small, totaling only 42 government personnel and 12 contractor personnel. Handling the myriad challenges, taskings and needs can be a difficult task. This calls for innovative thinking, leveraging other organizations and their capabilities, and a highly cooperative work effort.

## **Global Mission:**

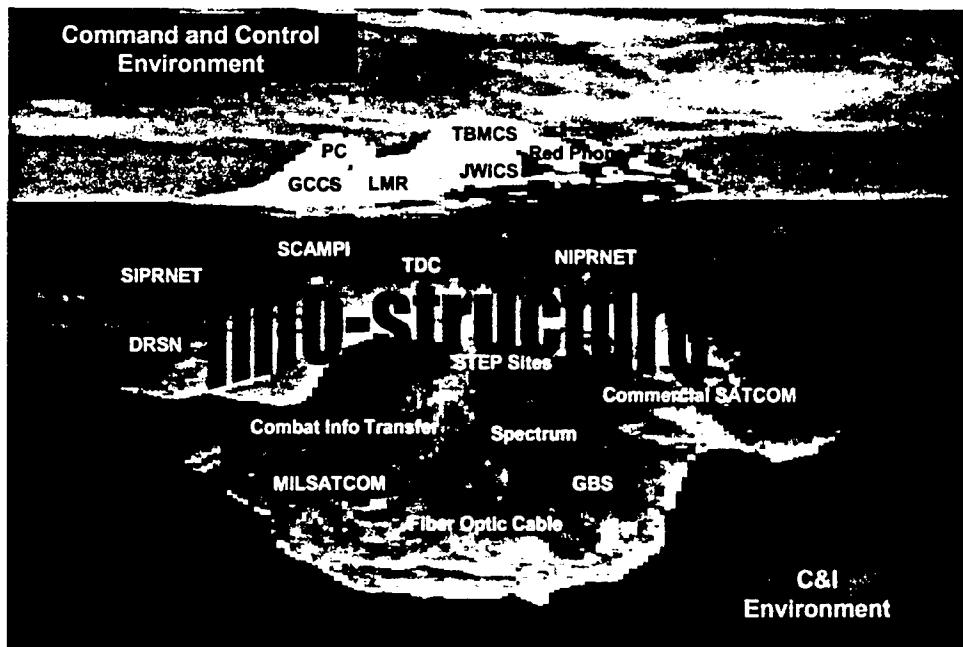
AFSOC supports missions across the entire spectrum of conflict in all parts of the globe. This presents unique challenges, especially for rapid deployment with limited airlift capacity, yet demanding robust C&I connectivity and capability.

## **Seamless C&I Infrastructure:**

AFSOC-fixed and deployed units must have access to the full range of DoD and SOF-specific C&I capabilities. This access should be seamless, free of special interfaces, translations, or other encumbrances to interoperability. Our seamless infrastructure must encompass fixed ground-based, airborne, and deployed IT systems.

The C&I Environment can therefore be depicted as an "iceberg," containing both the visible systems and services we provide, but considering the challenges above and the "hidden" infrastructure which underpins these services and systems:

## **The C&I Iceberg**



## **Core Capabilities**

In consideration of the above challenges, we must achieve the following core capabilities. Each capability also drives objectives and eventually tasks to reach an action plan—our action road map for the coming months and years. These capabilities are:

**Robust Infrastructure:** Responsive C4 infrastructure must transport, manage, and ensure information flow between garrison installations, metropolitan areas, and forward-deployed units. This agile employment strategy employs state-of-the-art information assurance capabilities with the latest, most modern technology, to yield extremely high readiness C4 systems.

### **Objective 1: Modernize Infrastructure.**

Modernize the ground, airborne, and space information transport infrastructure to meet warfighter requirements.

### **Objective 2: Retire Legacy IT Systems.**

Retire or replace nonstandard, noninteroperable, and obsolete legacy systems which do not enhance SOF warfighting capabilities.

### **Objective 3: Move and Process Information.**

Providing the right information at the right time, to the right place, and in a form that is useful to the user. This includes moving information regardless of transport medium, environment, or information type; and processing information from diverse information sources and databases, to include delivery, distribution, and format presentation.

### **Objective 4: Operate and Maintain Communications and Information Systems.**

Operate and maintain communications and information systems efficiently, effectively, and securely.

### **Objective 5: Provide Information Assurance.**

Provide Information Assurance (IA) to ensure information is protected and networks are available, operationally ready, and defended in-depth.

**Common Grid:** Our warfighters must have the same level and ease of service whether in garrison, airborne, or deployed to forward locations. Therefore, the AFSOC global grid must provide a seamless, network centric presence of the

larger DoD global information grid (GIG), but tailored to SOF missions and needs. This AFSOC global grid must be three dimensional, including surface, air, and space systems while using common interfaces to ensure ease of use and interoperability regardless of location.

**Objective 6: Implement Global Information Grid (GIG).**

Achieve seamless information sharing through implementation of the GIG architecture.

**Objective 7: Seamless Information Access.**

Achieve seamless access to all information/data so all information appears local to the user. Empower customers to access and manage their data through the latest smart web applications and access to SIPRNET resources.

**Objective 8: Joint and Coalition Interoperability.**

Provide IT capabilities that meet joint/coalition mission needs. Provide information technology solutions that enable AFSOC to operate better and cost less, through innovation, process reengineering, and modernization of systems. Participation in the SIE Enterprise Review Board (ERB) is an essential way to leverage and ensure joint IT solutions for SOF forces.

**Objective 9: Optimize Frequency Spectrum Capability.**

Ensure AFSOC forces have adequate access to necessary spectrum, while ensuring systems are designed and fielded with constrained spectrum in mind.

**Responsive:** Gone are the days when warfighters must attend specialized courses or learn complicated C4 interfaces to effectively complete their missions. Today's C4 systems must be developed and designed with customer buy-in and a full understanding of their warfighting usefulness. Procurement methods should be easy to understand and adaptable to the unique SOF environment. Finally, a clear roadmap should be available to show the way to future capabilities.

**Objective 10: C&I Situational Awareness.**

Provide commanders viable and useful status of their IT systems and personnel so they can make better decisions. Utilize common tools and procedures to achieve this objective, in concert with component and joint partners.

**Objective 11: Apply evolutionary acquisition principles.**

Clear up the tangle of requirements processing and streamline the customer's ability to rapidly acquire the IT they need. Provide a web-based, streamlined C4 requirements process designed to remove the "red tape" currently associated with C4 systems procurement or capability development. The SIE approved products list (APL) should be the lead technical reference and means to streamline the acquisition process.

**Objective 12: Implement Enterprise Information Management (EIM).**

Don't burden customers with unnecessary advisories or notices, but provide only necessary information to effectively manage their warfighting systems. Ensure needed information is at the warfighters fingertips—whenever or wherever the mission occurs.

**Objective 13: Customer Advocates.**

Establish "customer advocates" throughout the functional communities to assist and enhance the infusion of smart information technology to streamlined business practices. Capture IT requirements embedded in "non-IT" programs early in the development cycle.

**Solid Business Practices:** IT professionals owe the taxpayer the assurances that sound business analysis and practices drive investments. The USSOCOM SOF Information Enterprise (SIE) and AF IT Summit provide ample guidance to achieve these goals. Further, through a full understanding of AFSOC's mission area needs and joint mission analysis, a clear operational architecture and roadmap can be derived.

**Objective 14: Solid Architectural Baseline.**

Use operational architectures as a decision tool to evaluate process reengineering and material solutions for required capabilities. Use the AFSOC C2 Roadmap as the primary tool to achieve this objective.

**Objective 15: IT Investment Strategy.**

Manage AFSOC Information Technology Funding and Investment Strategy. Manage AFSOC IT funding to ensure we provide adequate information services to special operators, while optimizing scarce IT resources. Comply with DoD and Congressionally mandated direction in all AFSOC IT business practices. Use the AFSOC CIO council as the primary tool to achieve these goals.

**Objective 16: Proactive Information Management.**

Manage Information as a Critical Mission and Business Resource. Treat information as a strategic resource throughout its life cycle (from acquisition or

creation through disposition, including storage, retrieval, use, and distribution) to include information management policy, data standards and management, and information requirements that are based on reengineered Air Force and AFSOC core business processes.

**21<sup>st</sup> Century Leadership:** Leading and managing in this dynamic environment requires the development and grooming of SOF IT professionals. Twenty-first Century IT leaders must be highly competent in technical areas yet able to comprehend and apply technology to support warfighter needs. The ongoing nurture of a corps of IT leaders should take a high priority in all our endeavors.

**Objective 17: Develop Communications and Information Professionals.**

Manage AFSOC's Total Force to maintain the right force mix among military (active duty, Air National Guard, Reserve), and Department of Defense (DoD) civilian personnel.

**Objective 18: Professional Forums.**

Provide forums for information exchange amongst IT professionals in the local community and across the DoD.

**Objective 19: Essential Education and Training.**

Ensure adequate education and training opportunities are available to IT leaders as part of their ongoing professional development.

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<sup>1</sup> CONOPS for the Air Force Information Enterprise, HQ USAF/SCM, Draft Version 14, 3 Jan 2001.

<sup>2</sup> Ibid, p5.

<sup>3</sup> SOF Information Enterprise (SIE) Capstone Requirements Document (CRD) Version 2.1, dated 14 Sep 00, page 2

**12<sup>th</sup> Annual SO/LIC Symposium, 14 Feb 2001**  
**Seminar #4**  
**"The Information Environment of SO/LIC"**

**AMERICA'S SPECIALIZED AIR POWER**



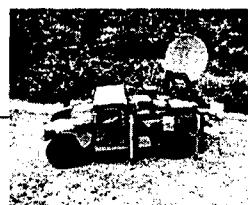
**ANY PLACE, ANY TIME, ANY WHERE**

Col Mike DeHart  
HQ AFSOC/SC  
Director, Communications & Information



**OVERVIEW**

- C&I Campaign Plan
- Mission
- Organization
- AFSOF Information Enterprise
  - Fixed Info-structure
  - Deployed Info-structure
  - IT business processes

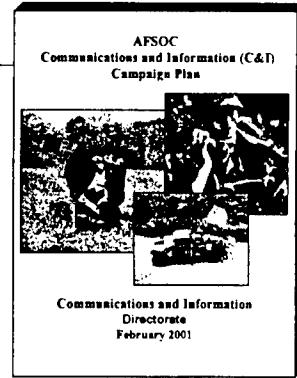




## C&I Campaign Plan

- **Provides:**

- C&I Mission and Vision
- Roadmap and priorities
- Challenges
- Core capabilities
- Objectives

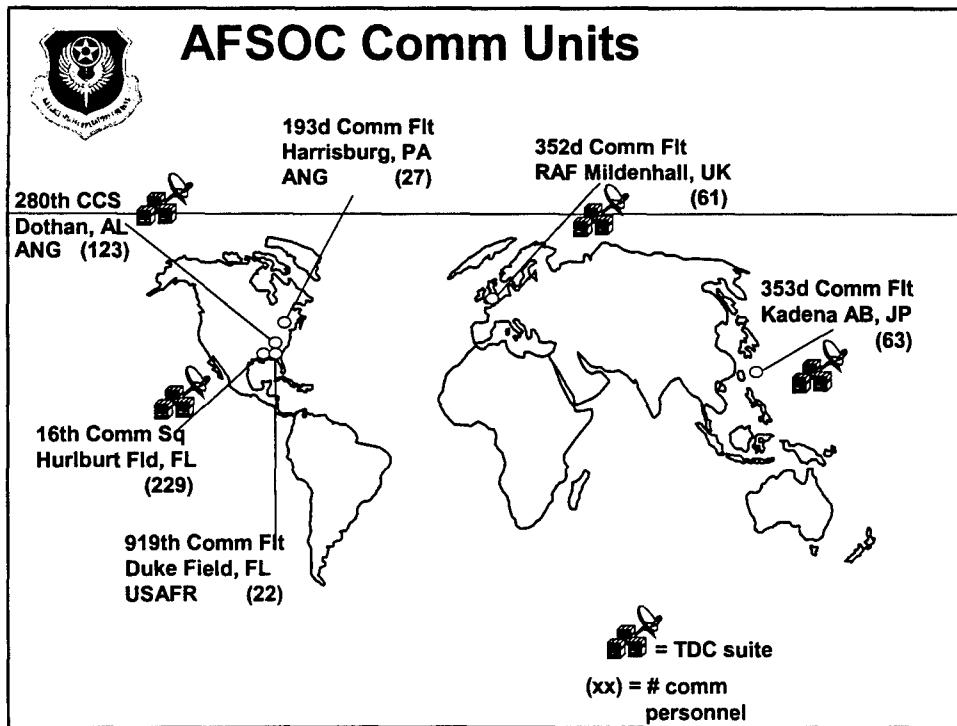
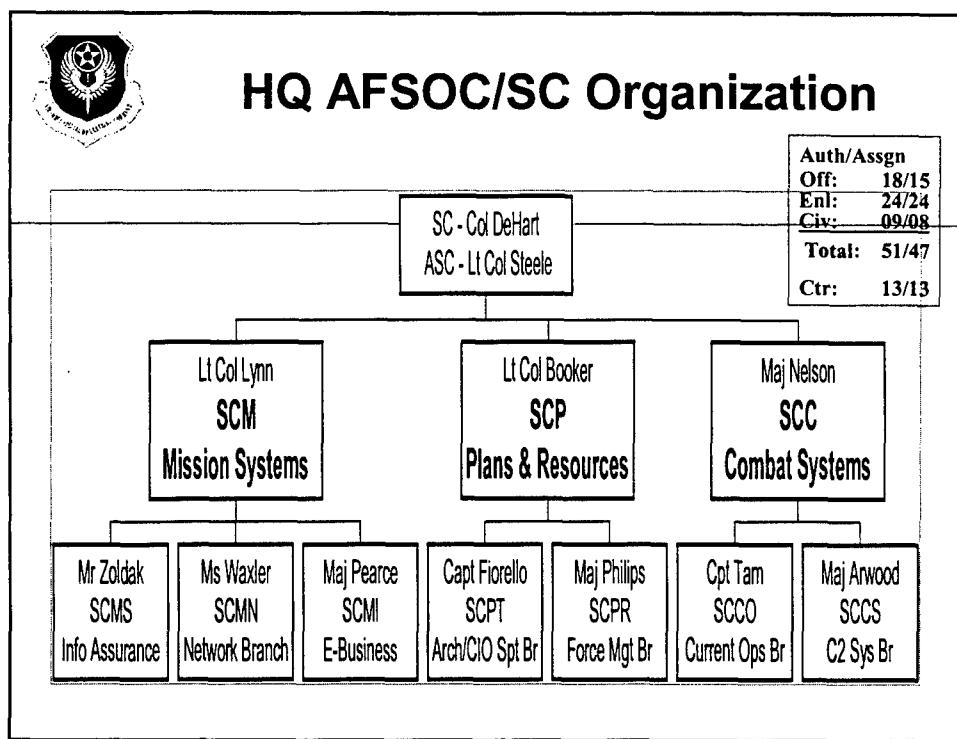


*Plan of action  
for staff and  
units*



## C&I Mission

**Provide combat ready...  
C4I warriors and C4I infrastructure...  
... to execute  
SOF war planning,  
command and control, and  
combat operations worldwide.**



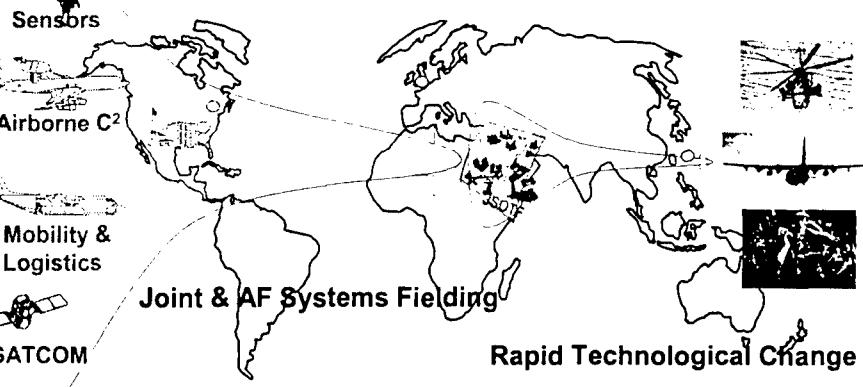


## C&I Challenges

Global Mission

High Risk,  
High Gain

### Emerging and Changing Requirements



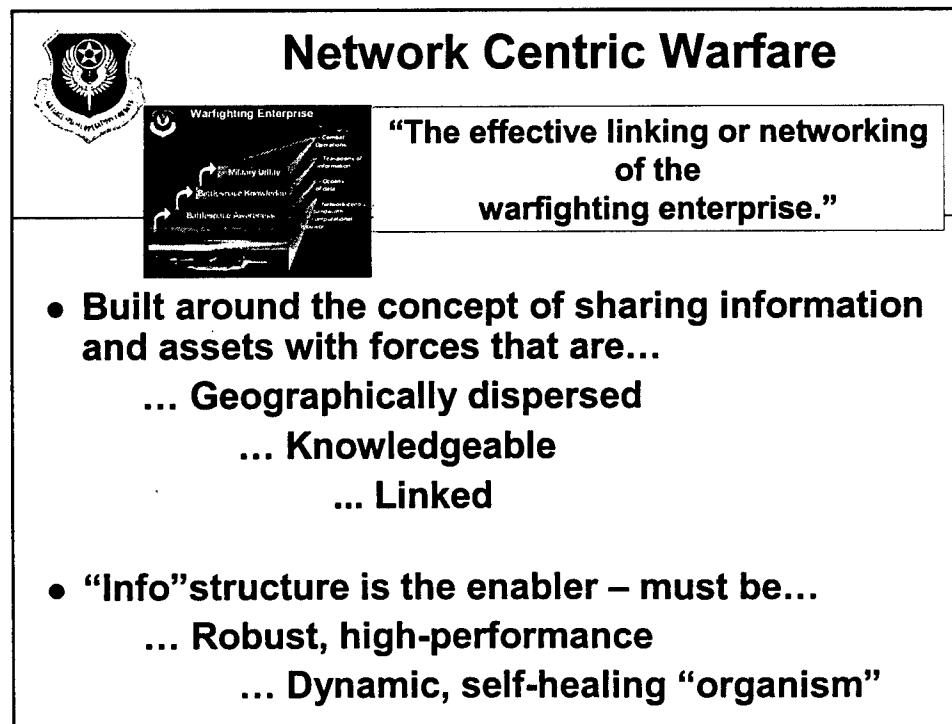
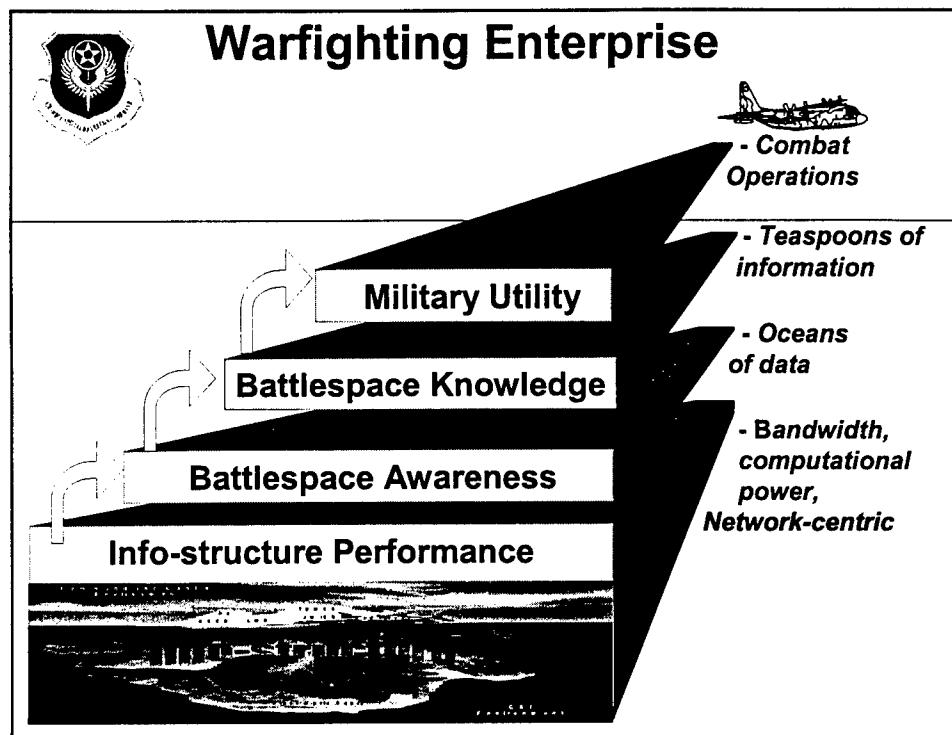
Seamless C&I Infrastructure

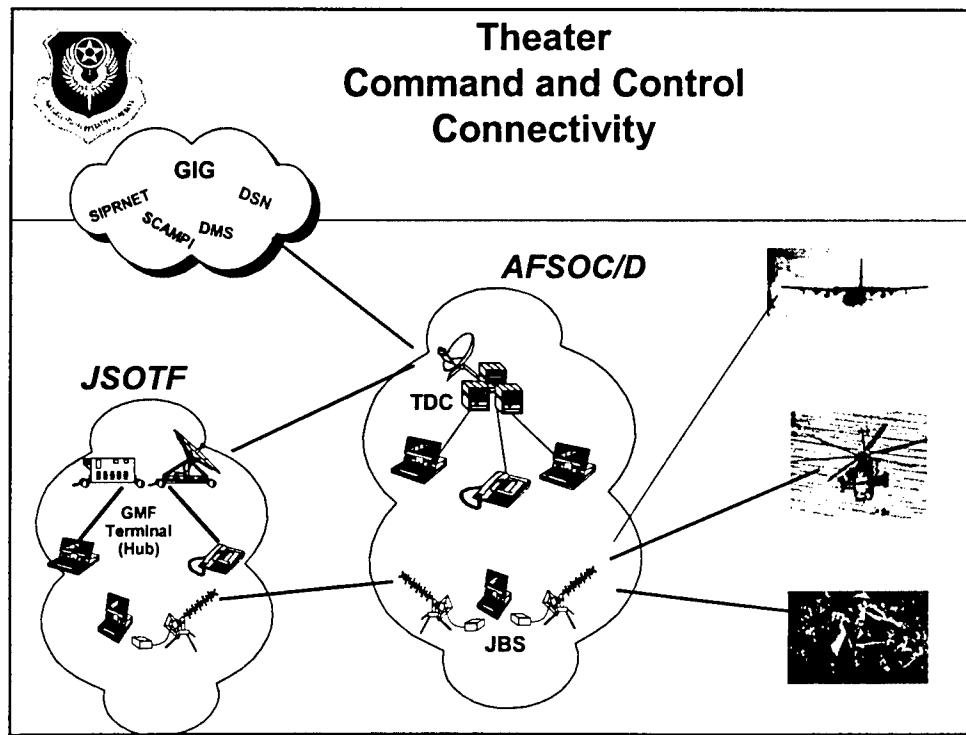
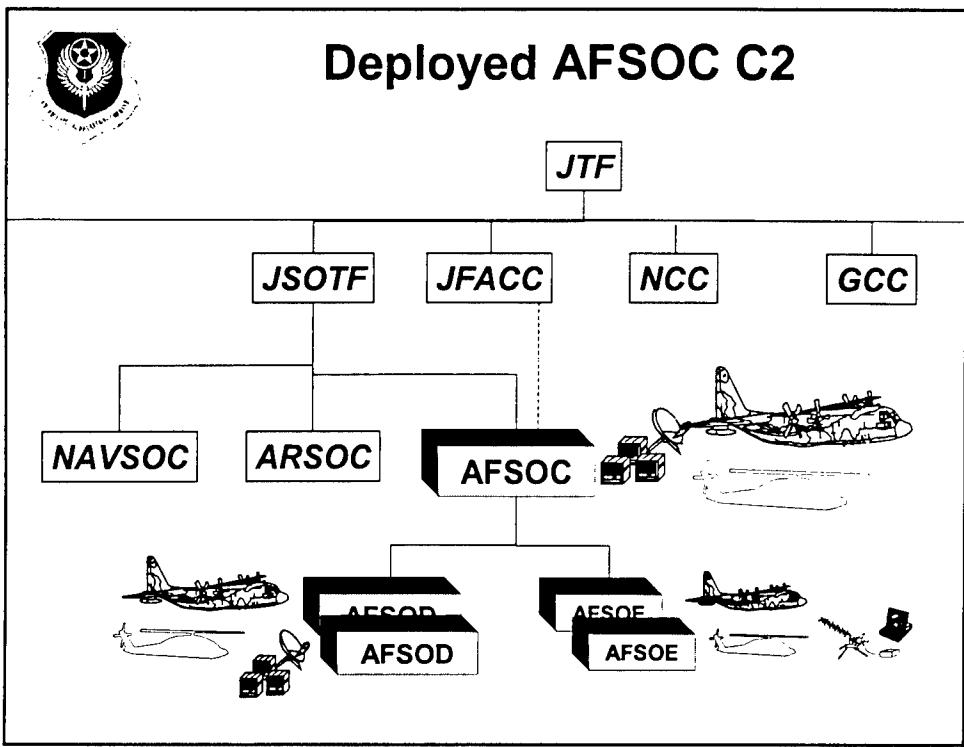
## The C&I Iceberg

Command and Control  
Environment

PC  
GCCS LMR JWICS TBMCS  
Red team

C&I  
Environment

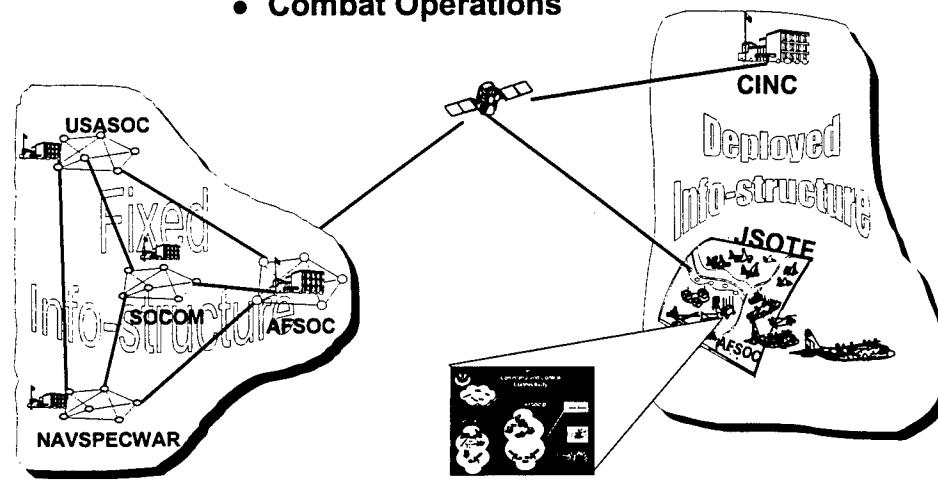






## AFSOF Info Enterprise

- Deliberate and contingency planning
- CINC support
- Joint/Combined interoperability
- Assured Information
- Combat Operations

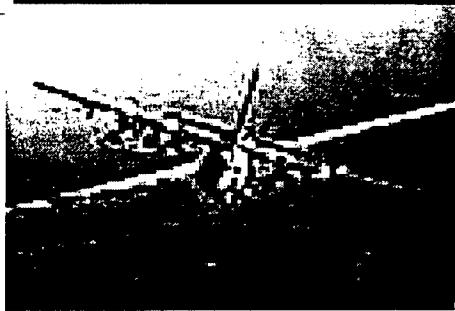


## AFSOF Info Enterprise

- Fixed Info-structure "The last 400ft"
- Deployed Info-structure
- IT Business Processes



## The Last 400'



### Fixed Info-structure

SIPRNET

- The last 400' on Hurlburt
  - 38 buildings wired for SIPRNET
  - 28 buildings remaining
  - 950 PC's bought for SIPRNET (575 at Hurlburt)
- Thin Client proof-of-concept
- SCAMPI Right-sizing
  - Legacy system
  - SOCOM ready to migrate to DISN
  - Mildenhall



## Fixed Info-structure

### IT Summit

- AF Portal
  - 100+ AFSOC users now registered (700 soon)
- E-mail Server consolidation
  - Reduce from 7 to 2 server farms

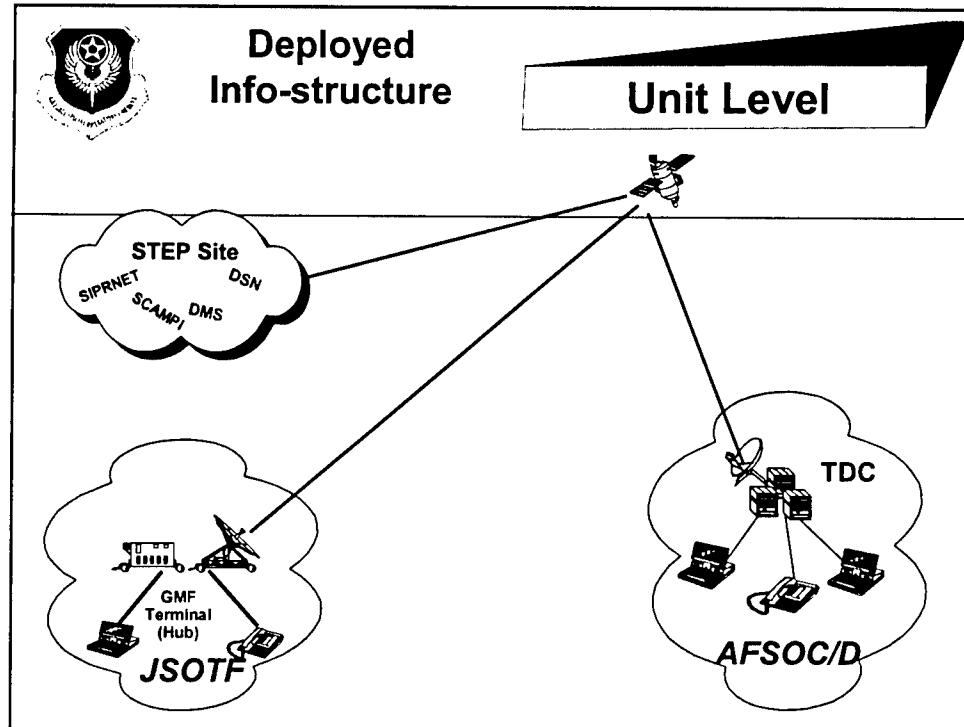
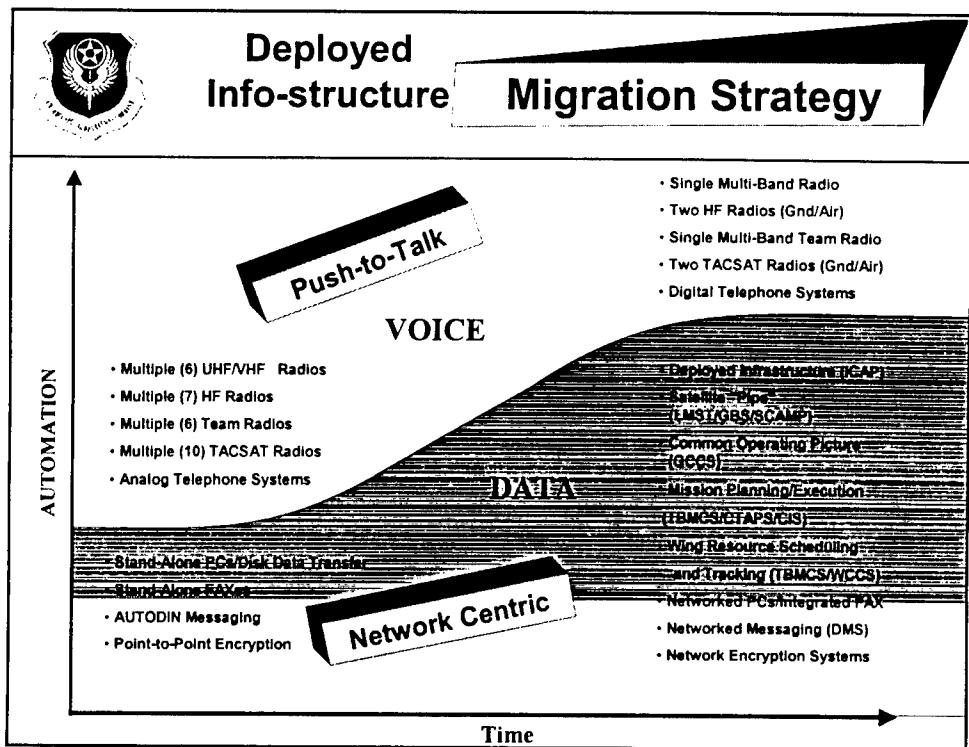
	<u>Baseline</u>	<u>Goal</u>	<u>Servers to Eliminate</u>
E-mail Servers	13 (1 Jun 00)	10 (1 Apr 01)	3 (1 Apr 01)
Core Services	65 (1 Jun 00)	33 (Sep 02)	32 (Sep 02)
Functional Apps	50+ (1 Jun 00)	TBD	TBD



## Fixed Info-structure

### Digital Voice

- Secure Terminal Equipment (STE)
  - Next generation secure phone
  - Desk-top and tactical versions
  - ~1,100 required
- Telephone switch upgrades (unfunded)
  - 96% full (west) and 70% full (east)
  - ISDN capability required





## 352SOG Mozambique

- First time in history that 352<sup>nd</sup> SOCF provided complete (100%) comm to JSOTF staff
- First test of SOCEUR joint comm ops
- 98.5% up-time rate
- Initial set-up; 10 personnel in 10 hours
  - 1 Officer, 4 Radio Ops, 4 TDC, & 1 Power Pro
- Only complete tactical comm site for entire ops
- Outstanding support to 216 missions, 604 sorties, and 856 flying hours



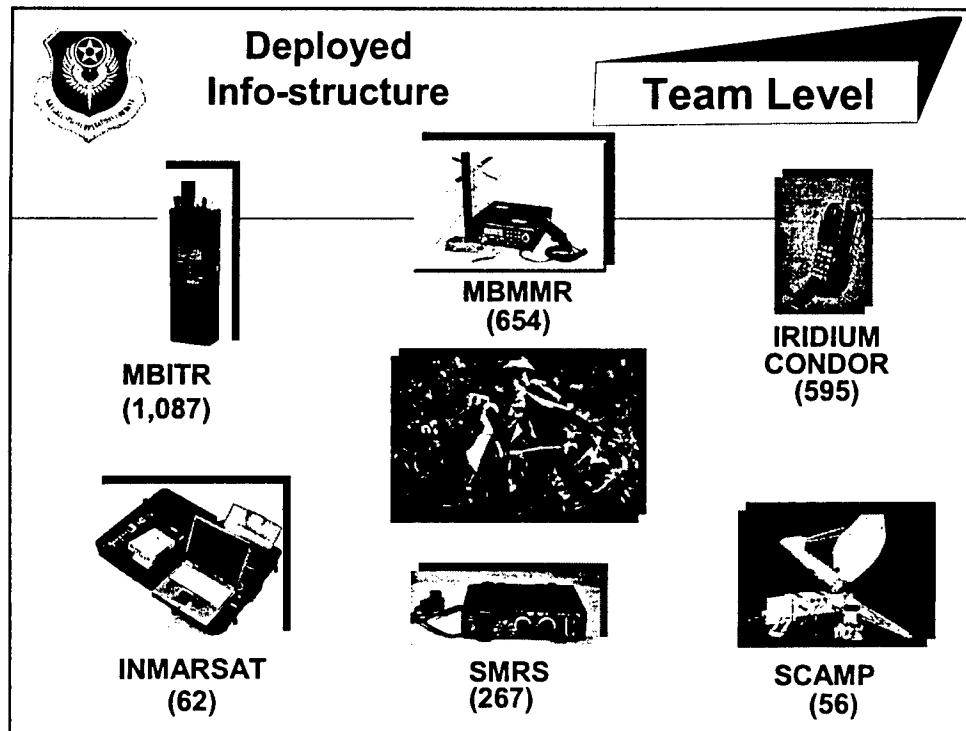
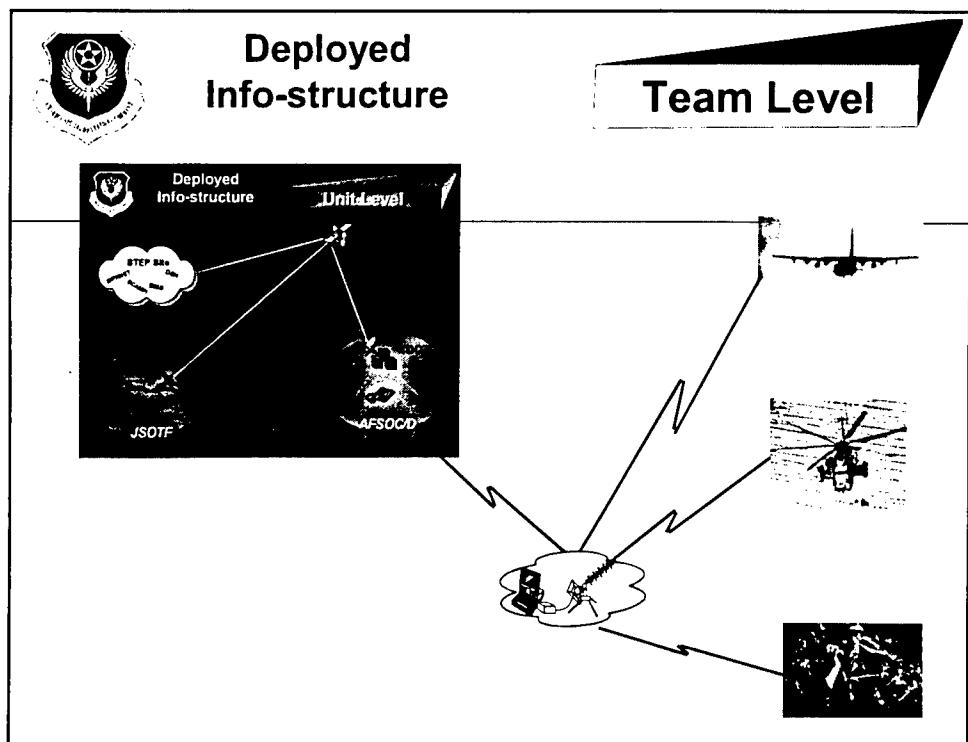
### Deployed Info-structure

#### Unit Level

- TDC – “a success story”
- 280 CCS will receive hub version
- LMST antenna replaced by GMT in ‘05
- SMART-T\* terminals fielded in ‘01
  - 16 SOW – 2
  - 352 SOG – 1
  - 353 SOG – 1
  - 280 CCS - 1
- GBS – Global Broadcast Service in ‘04



\* SMART-T Secure Mobile Anti-jam Reliable Tactical Terminal





## Deployed Info-structure

Airborne

- **Airborne comms are basically unchanged after 20 years**
  - Infrastructure is narrow-band, push-to-talk, TADIL
  - Growing need for more bandwidth, C2, & sit awareness
- **The future is network-centric – NIPR/SIPRnet, COP, web**
  - Commercial airline IT services expanding
  - CINCCENTs C-40 -- 2002
  - GBS airborne terminal -- FY08
  - CV-22 wideband comm -- 6Mb prototype is here today
  - TACAMO E-6 – WB receive, NB transmit
- **Must posture to partner with the airborne community**
  - We're networking experts; we need airborne expertise
  - Must avoid stovepiping & growth of a separate IT domain



## Deployed Info-structure

Airborne

- **BRITE (Broadcast Request Imagery Technology Experiment)**
  - Narrowband
  - Uses existing UHF or TACSAT radios
  - Laptop with compression software/application
- **BESTT (Bulk Encryption Secure Transportable Terminal)**
  - Wideband Data (up to 6Mbps)
  - Conformal Rx-only antenna

**“One AF, One Network” includes the airborne domain !!!**



## IT Business Processes

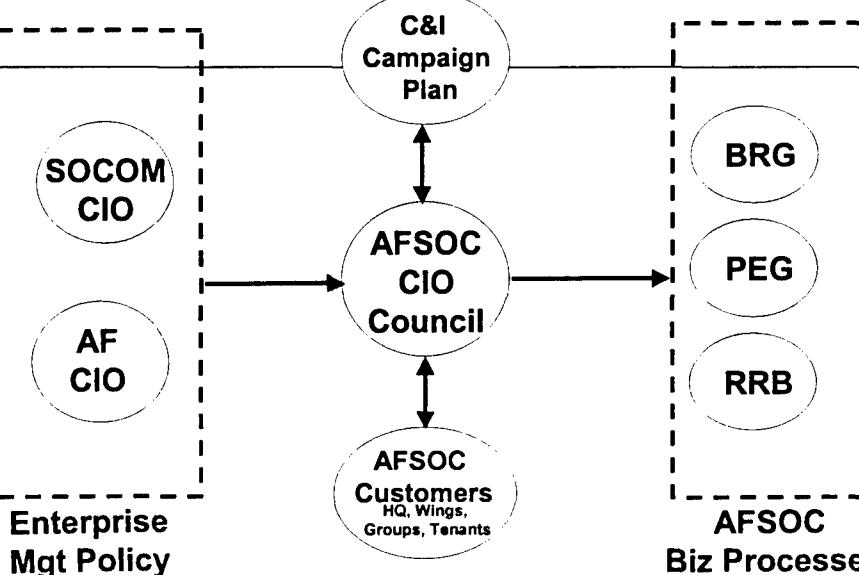
AFSOC CIO

- 1996: Clinger-Cohen Act
  - Establishes Chief Information Officer (CIO) Position
  - Mandate - Spend money on IT to improve efficiency and effectiveness while reducing long terms costs
- 1999: AFSOC/CV appoints AFSOC/SC as CIO
- Oversee SOCOM SIE and AF CIO processes
  - IT Investment Strategy
  - Approved Product List
  - Configuration Mgt
  - Info Assurance
- Visibility on IT expenditures
- Cross-Functional Process, not just SC



## IT Business Processes

CIO Council





## IT Business Processes

## C&I Education

- USAFSOS and Joint Special Ops University
- Why not a course for SOF communicators?
- C&I capabilities and Concepts of Operations
  - Joint
  - Component
  - Theater SOC Services
- Programs and future systems
  - SOCOM
  - Services



## SUMMARY

- C&I Campaign Plan is a “plan of action”
  - Network Centric Goal
  - Fixed Info-structure
  - Deployed Info-structure
  - IT Business Processes

Plan of action  
for staff and  
units